

Cutting waste and council tax



Boris Johnson



my 9 point plan for a Greater London

- 
- 1.** Cutting waste at City Hall – freeing up £3.5 billion for services.
 - 2.** I have put £445 back in your pocket by freezing the Mayoral share of council tax over the last 3 years. Now I will cut it by 10% if re-elected.
 - 3.** Creating 200,000 new jobs over the next four years.
 - 4.** Making our streets and homes safer with 1,000 more police on the beat.
 - 5.** Restoring 300 acres of green space and planting 20,000 street trees.
 - 6.** Investing £221 million to transform local high streets, supporting small businesses.
 - 7.** Ensuring a true Olympic legacy – 11,000 new homes and 10,000 new jobs.
 - 8.** Reducing Tube delays 30% by 2015. Building Crossrail and orbital rail to link our suburbs. Extending the Bike Hire scheme.
 - 9.** Securing a better deal for London from No 10.

Cutting costs and council tax details points 1 and 2 of my 9 point plan for Greater London, explains my cutting waste and council tax pledges in addition to those listed in the 9 point plan for Greater London, and shows how they link in with the whole plan.

Contents

Introduction	7
My Priorities for a Greater London	9
Cutting costs	11
Responsible finances	11
War on waste	11
Shared services	12
Publish a list of all GLA Group assets and create a single property unit	12
Abolishing Ken Livingstone's London Development Agency	13
Cutting council tax	15
A four year commitment	15
Itemising the precept	15
Special Constables	15
An accountable administration	17
Progress on my pledges	17
A Cabbies' Cabinet	19
Safer Neighbourhood Boards	19
Community Payback	19

Introduction

Dear Londoner,

This election comes at a critical time. We are going through tough economic times, and Londoners are understandably concerned about their jobs and the cost of living. This is why my priorities over the last four years have been cutting waste and bureaucracy at City Hall and ensuring London taxpayer money is put where you want to see it spent.

Every pound of Londoners' money is precious, and should be spent in a clear, open and honest way on their priorities – creating jobs and making London safer.

When I was elected the entire City Hall budget was chaotic. My determination to end the waste and mismanagement of the previous Mayor has freed up the money to pay for a strong plan for London's future. We are putting that money where Londoners want to see it spent, in spite of the very difficult financial circumstances.

Ken Livingstone presided over a discredited regime that squandered taxpayers' money on self-publicity¹, his jaunts to Cuba and Venezuela², and accusations of cronyism. This tarnished the reputation of London and resulted in Londoners having little trust in the Mayoralty.

I have worked hard to change that culture, stamping out waste and bringing transparency to spending. I have cut £2 billion of waste across the GLA Group to free up investment for Londoners' priorities³, including putting 1,000 more police on London's streets⁴, working to create over 200,000 jobs⁵, investing in the modernisation of the transport network⁶, and above all, holding down council tax.

I do not believe the Mayor should cost Londoners a penny more than necessary. Even in tough times, under my Mayoralty we have frozen the Mayor's share of council tax every year and this year cut it⁷ – putting an average of £445 into the pockets of Londoners⁸. This is in contrast to the 152 per cent hike in council tax by my predecessor - £964 from every average Band D household⁹.

My financial prudence has also helped us secure a better deal from No 10, something which my predecessor would never have delivered. I have secured for City Hall £27.7 million from the Government for cutting the Mayor's share of council tax this year on top of the £92.8 million awarded for freezing the precept previously¹⁰ – a total over £120 million to invest in services for Londoners.

1 GLA, *Statement of Accounts 2000/01 – 2007/08*, (2000/01, 2001/02, 2002/03, 2003/04, 2004/05, 2005/06, 2006/07, 2007/08); TIL, *Annual Report and Statement of Accounts 2003-2008*; LDA Archive Website, *Annual Report and Statement of Accounts 2001-2008*; MPA, *Joint Annual Reports of the MPS and MPA 2002-2008*; MPS, *Annual Report 2001-2002*; MPA, *Annual Report 2001-2002*; GLA, *Mayor's Question Time*, 1994/2006, 13 September 2006

2 London Assembly, *Mayor's Questions*, 21 March 2007; London Assembly, *Mayor's Questions*, 15 November 2006; BBC News Online, *Mayor's foreign trip was 'modest'*, 14 November 2006

3 GLA, *Final Draft Consolidated Budget 2012-13: Explanation of Proposals*, 1 February 2012

4 GLA, *Mayor's Final Draft Consolidated Budget 2012-13*, para 5.2, p. 7

5 Affordable housing: 104,000 (GLA, *Mayor's Questions: Written Answers*, 14 March 2012); Tube upgrades: 18,300 (GLA, *Mayor's Questions: Written Answers*, 14 March 2012); Crossrail: 14,000 (HMT, *Spending Review*, 22 October 2010, p.23); Olympic jobs: 10,000 (GLA, *Mayor's Questions: Written Answers*, 14 March 2012); Royal Docks Enterprise Zone: 1,500 (GLA, *Mayor's Questions: Written Answers*, 14 March 2012); European Regional Development Fund (post 2011): 2,300 (GLA, *Mayor's Questions: Written Answers*, 14 March 2012); European Regional Development Fund (2008) still in delivery: 4,700 (GLA, *Mayor's Questions: Written Answers*, 14 March 2012); Greenwich Peninsula: 4,000 (*Greenwich Peninsula Developer's Website*); Mayor Regeneration Fund: 3,000 (GLA, *Mayor's Questions: Written Answers*, 14 March 2012); Mayor Regeneration Fund (temporary construction jobs): 500 (GLA, *Mayor's Questions: Written Answers*, 14 March 2012); Northern Line Extension: 25,000 (HM Treasury, *Autumn Statement*, 29 November 2011); Outer London Fund: 700 (GLA, *Mayor's Questions: Written Answers*, 14 March 2012); Green Jobs: 4,300 (GLA, *Mayor's Questions: Written Answers*, 14 March 2012); EBPJ Part Time jobs: 20,000 (GLA, *Mayor's Questions: Written Answers*, 14 March 2012); Foreign Direct Investment: 14,000 (GLA, *Mayor's Questions: Written Answers*, 14 March 2012)

6 HM Treasury, *Comprehensive Spending Review*, 20 October 2010

7 GLA, *'Mayor cuts his shares of council tax'*, 1 February 2012

8 GLA, *'Mayor cuts his shares of council tax'*, 1 February 2012. £445 based on an average 12.58 per cent council tax increase as occurred in Ken Livingstone's eight years as Mayor of London from a base figure of £310. Annual Figures can be found at *GLA Website*, 'Budget archive'

9 GLA, Press Release, *Mayor cuts his share of the council tax*, 1 February 2012

10 GLA, Press Release, *Mayor rewarded for four years of financial prudence*, 22 December 2011

I have also led the way in openness and transparency, publishing every spending decision at City Hall over £500¹¹ and holding more Public Question Times than my predecessor¹². In my four years, I have held almost twice as many public meetings as my predecessor held in 8 years¹³. In addition, I frequently meet with Londoners from all walks of life. And by respecting locally elected councillors we have also rebuilt the strained relationship between the Mayoralty and the boroughs, and this stronger partnership is now delivering more for Londoners on their priorities.

I want to take London forward, to deliver even greater value and even more transparency for Londoners.

Every pledge that I have made in this election is fully costed.

So I will save a further £1.5 billion across the GLA Group in the coming year, bringing total savings since I was elected to £3.5 billion¹⁴ – freeing money for services by cutting waste, including at Transport for London to help me to keep fares low in the long term, without wrecking the urgently needed modernisation of the network.

These savings and others mean that I will cut the Mayor's share of council tax for every Londoner by at least 10 per cent over the next four years. This will be phased over the next four years, with a guaranteed cut every year.

And so Londoners can see exactly how this is spent, I will for the first time publish an itemised breakdown to show Londoners where the Mayor's share of council tax is spent; and will call on boroughs to do the same.

I am also determined to continue with the culture of transparency and openness I have introduced at City Hall. I will publish even more data on London Datastore so Londoners can see my progress on meeting my pledges. All GLA Group spending over £250, and the expenses of all senior staff, not just advisers, will be itemised online for the first time.

As your council tax bills show, we have made progress despite difficult times. At the Mayoral election on 3rd May this progress is at risk. The choice at this election is between taking London backwards to the years of waste and division or to go forward with my plan to cut council tax, cut waste, and make sure that every penny of public money is spent on Londoners priorities to make London the best big city to live in.



Boris Johnson

¹¹ GLA Website, 'Expenditure over £500'

¹² GLA Website, 'People's Question Time'; Talk London Website; GLA Website, *Mayor's consultation meetings*; GLA Website, *Community Conversations – previous events*; The Guardian, *Reading the Riots launches Community Conversations*, 8 February 2012; GLA Website, *Frequently Asked Question*; Boris Johnson, *2008 Manifesto: Making London's Mayor Accountable*, available at The Guardian's website

¹³ GLA Website, 'People's Question Time'; Talk London Website; GLA Website, *Mayor's consultation meetings*; GLA Website, *Community Conversations – previous events*; The Guardian, *Reading the Riots launches Community Conversations*, 8 February 2012 GLA Website, *Frequently Asked Questions*; Boris Johnson, *2008 Manifesto: Making London's Mayor Accountable*, available at The Guardian's website

¹⁴ GLA, *Final Draft Consolidated Budget 2012-13: Explanation of Proposals*, 1 February 2012, p. 117

My Priorities for a Greater London

Cutting costs

- Overhaul the GLA Group finances to achieve even better value for money for Londoners.
 - ▶ Cut waste to save a further £1.5 billion across the GLA Group next year, bringing total savings to £3.5 billion since 2008.
 - ▶ Establish a collaborative procurement process for the GLA Group which together with other shared service initiatives will result in cumulative savings worth £600 million by the end of the next Mayoral term.
 - ▶ Publish online a list of all assets held by the GLA Group for the public, investors and developers to see and create a single property unit.
- Publish the expenses of all senior staff as well as Mayoral advisors.
- Publish details of all spending over £250 across the GLA Group.

Cutting council tax

- Cut the Mayor's share of council tax for every Londoner by at least 10 per cent phased over my next term.
- Guarantee a cut in the Mayor's share of council tax every year.
- Publish an itemised breakdown to show Londoners where the Mayor's share of council tax is spent; and call on boroughs to do the same.
- Offer, for the first time in Greater London, a 50 per cent rebate on the Mayor's share of council tax to Special Constables; and call on boroughs to do the same.

An accountable administration

- Boost London Datastore to make the Mayoralty even more transparent and give Londoners access to more information on how I am meeting my pledges.
- Host a Mayoral Twitter Time every month and send a monthly email update to Londoners as another way to ensure accountability.
- Continue to hold, and listen to, consultations on the issues that matter to Londoners.
- Work to further strengthen relations with boroughs of all political colours through the London Congress.
- Set up a Cabbies' Cabinet as a forum to hear the views of taxi drivers.
- Establish Safer Neighbourhood Boards in every borough, giving local Londoners and victims a greater voice; and give local people a direct say in Community Payback.

Cutting costs

I will:

- Overhaul the GLA Group finances to achieve even better value for money for Londoners.
 - ▶ Cut waste to save a further £1.5 billion across the GLA Group next year, bringing total savings to £3.5 billion since 2008.
 - ▶ Establish a collaborative procurement process for the GLA Group which together with other shared service initiatives will result in cumulative savings worth £600 million by the end of the next Mayoral term.
 - ▶ Publish online a list of all assets held by the GLA Group for the public, investors and developers to see and create a single property unit.
- Publish the expenses of all senior staff as well as Mayoral advisors.
- Publish details of all spending over £250 across the GLA Group.

Responsible finances

When I was elected Londoners had lost confidence in the ability of City Hall to manage taxpayers' money effectively. The wage bill at Transport for London (TfL) had doubled, salaries at City Hall had tripled, and my predecessor thought nothing of spending tens of thousands on vanity jaunts overseas.

Londoners were forced to pay for all this with a 152 per cent increase in the Mayor's share of council tax¹⁵, costing the average London household in a Band D property £964¹⁶.

In contrast, my financial prudence has helped us secure a better deal from No 10, something my predecessor could not have delivered. City Hall has been awarded £27.7 million from the Government for cutting the Mayor's share of council tax precept this year¹⁷ on top of the £98.2 million awarded for freezing the precept previously¹⁸ – a total of over £120 million to invest in services for Londoners.

War on waste

This council tax cut has been possible because of our careful and prudent management of City Hall's finances. Under my predecessor, there was a culture of waste in City Hall that urgently required reform. Ken Livingstone thought nothing of spending £36,000 on first class tickets to Havana¹⁹, £10,000 on a subscription to the *The Morning Star*²⁰, or £2.8 million a year on a propaganda sheet called *The Londoner*²¹.

I have overturned this culture of waste and cronyism and replaced it with an administration that respects taxpayers' money and has led the way in transparency and openness. I have taken the lead by publishing online, spending decisions over £500 by City Hall and TfL²², making sure Londoners can see where their money is spent. The register of interests of Mayoral advisers and the corporate management team at City

¹⁵ GLA, Press Release, *Mayor cuts his share of the council tax*, 1 February 2012

¹⁶ Cumulative impact of increases between 2000/01 and 2007/08, using the Band D average. Figures from *GLA Website*, 'Budget archive'. A full consolidated table of data can be found at *London Borough of Newham*, 'Agenda item 10 council Tax 2012', 28 February 2011, p. 12

¹⁷ GLA, Press Release, *Mayor rewarded for four years of financial prudence*, 22 December 2011

¹⁸ GLA, Press Release, *Mayor rewarded for four years of financial prudence*, 22 December 2011

¹⁹ BBC News Online, *Mayor's foreign trip was 'modest'*, 14 November 2006, Boris Johnson, *Mayor's Questions*, 22 February 2012

²⁰ Iain Dale's Dairy, *EXCLUSIVE: Boris's First Act as Mayor...*, 9 May 2008

²¹ Mayor of London, *Mayor's Questions*, 12 December 2007, 2971/2007

²² GLA Website, 'Expenditure over £500'

Hall are also published online, as well as the expenses of Mayoral advisers²³, ensuring my administration is accountable and transparent.

So far, I have made savings of £2 billion across the GLA Group since I was elected²⁴, including ruthlessly cutting waste at TfL with a 25 per cent reduction in TfL staff, which now has 3,500 fewer staff²⁵ and 23 vacated buildings²⁶.

It is these savings that have allowed us to cut council tax and concentrate scarce resources on the priorities of Londoners, including 1,000 extra police officers on London's streets²⁷; the desperately needed modernisation of the transport network; and a range of programmes to create over 200,000 jobs²⁸.

I will maintain transparency, and extend the publication of expenses to all senior staff within the GLA Group and all expenditure over £250 across the GLA Group.

I will also continue to cut waste across the GLA Group, delivering a further £1.5 billion of savings next year, bringing the total waste cut across the GLA group to £3.5 billion²⁹ – freeing up even more money for services and Londoners' priorities.

Shared services

The scale of the GLA Group should enable us to deliver greater savings to the public purse by procuring goods and services together. I have already started this process, identifying savings of at least £235 million by 2013/14, through collaborative procurement and shared services. This is over halfway towards the target set in my budget.

To drive cost efficiencies further, I will direct that all procurement functions in the GLA Group are combined into one collaborative function. This will replace the current situation where each part of the GLA is focused on its own procurement rather than capitalising on volume discounts and reducing transaction costs through collaboration.

Wherever possible I will combine similar functions across the GLA and I will also encourage private sector involvement in the delivery of back office services through outsourcing in London and joint ventures. My budget already sets a cumulative savings target of £450 million by the end of 2013/14³⁰. I will boost this target, with an additional £150 million to be saved by the end of 2015/16, amounting to a cumulative saving of £600 million by the end of my next term.

Publish a list of all GLA Group assets and create a single property unit

As part of the Government's localism agenda, I have persuaded it to transfer over 530 hectares to City Hall³¹. It makes the GLA one of the largest owners of public land in London, with the transfer of the investment powers and assets of the London Homes and Communities Agency, London Development Agency, and part of the London Thames Gateway Development Corporation to the GLA on 1 April 2012. This complements the landholdings of other parts of the GLA Group, including TfL.

I have prioritised the development of surplus public land for housing and regeneration, including:

- Regenerating the Royal Docks in Newham, including creating more than 9,000 jobs through the Silvertown Quays development³².
- Unlocking stalled schemes such as Greenwich Peninsula, creating over 4,000 jobs³³.
- Releasing surplus sites like St Clements and Queen Elizabeth Hospital, both in Tower Hamlets, Newington Butts in Southwark and Silvertown Way in Newham which are currently being taken to the market³⁴.

²³ GLA Website, *Mayoral team*

²⁴ GLA, *Final Draft Consolidated Budget 2012-13: Explanation of Proposals*, 1 February 2012, p. 117

²⁵ Mayor of London, *Boris Johnson's speech to London Assembly*, 25 January 2012

²⁶ Mayor of London, *Boris Johnson's speech to London Assembly*, 25 January 2012

²⁷ GLA, *The Mayor's Consultation Budget*, 22 December 2011, p.27

²⁸ GLA, *Mayor's Questions: Written Answers*, 14 March 2012

²⁹ GLA, *Final Draft Consolidated Budget 2012-13: Explanation of Proposals*, 1 February 2012, p. 117

³⁰ GLA, *Final Draft Consolidated Budget 2012-13: Explanation of Proposals*, 1 February 2012, p. 117

³¹ GLA, *Proposed Changes to the GLA Establishment Arising from the Devolution Programme*, 29 February 2012, item 4.4.3, p4

³² Mayor of London, Press Release, *Chelsfield 'pavilion' plans win race to transform Royal Docks and create over 9,000 new jobs*, 18 March 2012

³³ Mayor of London, Press Release, *Mayor and Communities Secretary announce major regeneration and jobs for Greenwich Peninsula*, 18 January 2012

³⁴ Mayor of London, Press Release, *Mayor and Communities Secretary announce major regeneration and jobs for Greenwich Peninsula*, 18 January 2012

I will continue this release of surplus public land within my control to boost growth and create thousands of homes and jobs, with the capital receipts being reinvested to the benefit of all Londoners. I will also ensure the Mayor's Office, working closely with boroughs and other partners, takes the lead in developing proposals for the delivery of future phases of major developments, such as Barking Riverside and Greenwich Peninsula.

To accelerate the release of public land in a cost-effective way, I will establish a London Development Panel, in partnership with boroughs and other public land-holders, a framework panel from which developers for sites can be selected without necessitating a separate, costly and time-consuming procurement exercise having to be undertaken. I will also establish a single property unit for land holdings in the GLA Group, to streamline management and speed up the procurement of those sites.

I will also publish and maintain a list of all land holdings in the GLA Group and encourage other public-sector land-holders in London to do the same.

Abolishing Ken Livingstone's London Development Agency

Ken Livingstone's London Development Agency (LDA) was a completely discredited organisation, plagued by accusations of cronyism and visibly squandering taxpayers' money³⁵. In 2008 I launched an immediate independent audit, which concluded that Ken Livingstone's LDA had misspent 'tens of millions' of pounds on a 'massive scale' with little evidence of promoting growth or job creation³⁶.

When I was elected, I completely overhauled the LDA, replacing the board³⁷ and immediately introducing transparent and auditable processes for funding projects to deliver better value for money³⁸. To save taxpayers more money, I agreed with the Government that legislation should be introduced to transfer the LDA and its functions for economic growth and regeneration to City Hall. I also agreed with the Government to transfer the assets and functions of the London Homes and Communities Agency to the GLA at no cost, to increase the Mayor's powers on housing, and devolve funding directly to the Mayor³⁹.

These reforms took place on 1st April 2012. Instead of establishing a separate functional body, I will operate these functions efficiently within the GLA. The merger has already saved the taxpayer the equivalent of around £30 million on staffing costs a year⁴⁰.

³⁵ Evening Standard, *London Mayor 2012: Who will fix London's housing? Scandal of LDA's missing millions*, 16 July 2008; GLA, *Report of the Mayor's Forensic Audit Panel*, 15 July 2008, p. 9

³⁶ GLA, Press Release, *Report of the Mayor's Forensic Audit Panel*, 15 July 2008

³⁷ LDA Archive Website, Press Release, *LDA confirms new Chief Executive*, 31 May 2011; LDA Archive Website, Press Release, *LDA Leadership sets new direction*, 16 July 2008; LDA Archive Website, Press Release, *LDA review on track to restore public confidence*, 25 June 2008

³⁸ LDA Archive Website, Press Release, *London Development Agency ready for the challenges ahead*, 18 March 2009

³⁹ GLA, Press Release, *Mayor accelerates delivery of public land to provide more homes*, 28 October 2011

⁴⁰ Mayor of London, *Mayor's Questions*, 9 February 2012

Cutting council tax

I will:

- Cut the Mayor's share of council tax for every Londoner by at least 10 per cent phased over my next term.
- Guarantee a cut in the Mayor's share of council tax every year.
- Publish an itemised breakdown to show Londoners where the Mayor's share of council tax is spent; and call on boroughs to do the same.
- Offer, for the first time in Greater London, a 50 per cent rebate on the Mayor's share of council tax to Special Constables; and call on boroughs to do the same.

A four year commitment

In tough times, I have managed to turn things around. This has enabled me to freeze the Mayor's share of council tax – the precept – for my first three years, and cut it this year, putting an average of £445 back in Londoners' pockets⁴¹.

I have gone further in my most recent budget, by cutting my share of council tax by 1 per cent for 2012/13⁴². This is the first time in history that the Mayor's share of council tax has been cut⁴³, and sets a clear direction of travel to reverse years of inefficiency and tax burden on hard-working Londoners.

I will go even further in my next term. If I am elected, I will cut my share of council tax by at least 10 per cent during the next four years. This will be phased over the next four years, with a guaranteed cut every year. I will achieve this through a new efficiencies programme across the GLA Group, including a major programme of extending shared services and a collaborative procurement process across the GLA Group.

Itemising the precept

It is important Londoners can see how their money is spent. In addition to publishing all spending decisions, I will itemise how the Mayor's share of council tax is spent. I already set out in City Hall's budget the share of the precept which each functional body receives. I will go further by itemising how and on what the precept is spent by City Hall and publish the details in my annual budget.

I will also call on all boroughs to do the same. Each and every Londoner should be able to see exactly where the layers of London government spend their taxes.

⁴¹ GLA, 'Mayor cuts his shares of council tax', 1 February 2012. £445 based on an average 12.58 per cent council tax increase as occurred in Ken Livingstone's eight years as Mayor of London from a base figure of £310. Annual Figures can be found at *GLA Website*, 'Budget archive'

⁴² GLA, 'Mayor cuts his shares of council tax', 1 February 2012

⁴³ GLA, 'Mayor cuts his shares of council tax', 1 February 2012

Special Constables

Special Constables are an invaluable part of the fight against crime, which is why I have driven recruitment to more than double the number on London's streets from 2,500⁴⁴ when I was elected, to over 5,479 as of October 2011⁴⁵. They are also a vital link between the police and the public, strengthening the support on which the police rely.

In recognition of their valuable service, members of the public who serve as Special Constables in London already get free travel⁴⁶. I want to go further, and will give Special Constables a 50 per cent rebate on the Mayor's share of council tax. This would save the average household in a Band D property over £600 over the lifetime of my next Mayoral term.

I will encourage boroughs to match this, potentially increasing this saving to an average of over £1,200 over the lifetime of the next Mayoral term.

⁴⁴ MPA Archive Website, *MPS Police officer, staff and PCSO numbers* (annual)

⁴⁵ MPA Archive Website, *MPS Police officer, staff and PCSO numbers* (rolling)

⁴⁶ GLA Website, *Could you be a Special?*

An accountable administration

I will:

- Boost London Datastore to make the Mayoralty even more transparent and give Londoners access to more information on how I am meeting my pledges.
- Host a Mayoral Twitter Time every month and send a monthly email update to Londoners as another way to ensure accountability.
- Continue to hold, and listen to, consultations on the issues that matter to Londoners.
- Work to further strengthen relations with boroughs of all political colours through the London Congress.
- Set up a Cabbies' Cabinet as a forum to hear the views of taxi drivers.
- Establish Safer Neighbourhood Boards in every borough giving local Londoners and victims a greater voice; and give local people a direct say in Community Payback.

Progress on my pledges

Unlike my predecessor, I take honesty and transparency seriously. I have increased openness about performance of City Hall programmes, launching the London Datastore which enables members of the public to access GLA and other public bodies' data, which is not usually released⁴⁷. The information is free to access. It includes more than 200 sets of data from the performance of London Underground to planning decisions. I have also launched Crime Mapping⁴⁸ which enables Londoners to see what offences have been committed on their street and in their area.

I will continue to put information on the London Datastore website so that Londoners can see how programmes are performing and to help drive delivery. This will show our progress towards meeting my pledges, such as creating 250,000 apprentices, doubling the number of special constables to 10,000, and retrofitting a further 20,000 homes with energy saving measures. We will encourage more partners to use this data to create smartphone apps for people to more easily access it.

I will also continue to publish comparable crime figures and police numbers for each borough with totals for all of London released monthly on the Mayor's Office for Policing and Crime website.

I have not only sought to increase trust in City Hall's finances, with greater transparency over spending to stamp out waste, but I have also sought to make City Hall more accountable to Londoners.

My predecessor was a Zone 1 Mayor with little interest in the Outer London boroughs. In his second term, Ken Livingstone spent more time in Havana than Havering and failed to make a single visit to the borough of Hammersmith and Fulham⁴⁹.

I promised to be more accountable to Londoners. Between November 2008 and November 2011 I held 7 People's Question Times. In addition, other platforms have been created to work alongside People's Question Times, such as the 3 Talk London events and the 9 Mayor's Consultation meetings on specific issues

⁴⁷ GLA, Press Release, *London leading the new information age*, 19 April 2010

⁴⁸ MPS, *Metropolitan Police Crime Mapping*; The Guardian, *Police launch online neighbourhood crime maps*, 6 January 2009

⁴⁹ BBC News Online, *Mayor's foreign trip was 'modest'*, 14 November 2006; GLA, *Mayor's Report to the Assembly*, May 2004 – April 2008

important to Londoners held so far. As Mayor, therefore, I have held 24 meetings inviting my constituents to question me. This is more in 4 years than the 16 which Ken Livingstone held in his two terms in office⁵⁰.

I want to go further to make the Mayor more accountable to Londoners. One addition I will make, is to hold a monthly Mayor's Twitter Time for people to question me directly online. And I will send a monthly email update to Londoners as another way to ensure accountability.

Listen to consultations

Ken Livingstone has a track record of ignoring the views of Londoners.

I pledged to do things differently and listen to Londoners, including public consultations which help shape policy. In 2005, 63 per cent of residents and 72 per cent of businesses objected to the Western Extension Zone (WEZ) of the Congestion Charge⁵¹. My predecessor ignored the consultation, and extended the Congestion Charge westwards. I promised to re-open consultation and abide by its result. I did and when the majority of respondents opposed the scheme we abolished the WEZ at Christmas 2010⁵².

I will continue to consult on a wide range of issues, and listen to the responses.

Strengthen relations with boroughs

The last four years has not only seen a significant improvement in the relationship between City Hall and the Government, it has also seen a stronger, more constructive relationship with London's borough councils.

When I was elected the relationship between borough councils and City Hall was dreadful. Ken Livingstone's approach was to criticise, bully and berate boroughs who did not always follow his policies, and strip away their powers where he could.

A borough council's first responsibility is to its local residents, and sometimes what is good for a local area may differ from the strategic direction set by City Hall. I pledged to improve the relationship between the Mayor and boroughs, and work with local councillors not against them.

For example, I have worked closely with Newham borough council to develop a vision for the Royal Docks regeneration and with Haringey and Croydon following last summer's riots. I have also devolved £145 million from TfL to local boroughs, through Local Implementation Plans, to enable them to make local transport improvements to benefit their residents⁵³. And I have set up, with London Councils, the Congress of Leaders where all 33 boroughs meet twice a year with the Mayor to agree where we can work together for the benefit of all Londoners⁵⁴.

Since I became Mayor, working with the boroughs, recycling rates have increased from 25 per cent in 2007/8 to 32 per cent in 2010/11⁵⁵. I will continue to work with the boroughs and the London Waste and Recycling Board to achieve our twin aims of increasing recycling and keeping council tax low.

I also pledge to continue this overall constructive approach of working with London's boroughs to ensure we deliver real change for Londoners.

⁵⁰ GLA Website, 'People's Question Time'; Talk London Website; GLA Website, *Mayor's consultation meetings*; GLA Website, *Community Conversations – previous events*; The Guardian, *Reading the Riots launches Community Conversations*, 8 February 2012 GLA Website, *Frequently Asked Questions*; Boris Johnson, *2008 Manifesto: Making London's Mayor Accountable*, available at The Guardian's webs

⁵¹ BBC News Online, *Congestion charge zone to expand*, 30 September 2005

⁵² TfL, Press Release, *Mayor confirms removal of Congestion Charge Western Extension Zone by Christmas and introduction of CC Auto Pay in New Year*, 20 October 2010

⁵³ TfL, *TfL Annual Report 2011*, p.55

⁵⁴ GLA, Press Release, *Mayor's vision for better focused GLA with more say and more power on key London issues*, 15 June 2010; London Councils website, *Congress of Leaders*, accessed on 7 March 2012

⁵⁵ DEFRA, *Household Waste Recycling Rates*, 4 November 2011

A Cabbies' Cabinet

I have fulfilled my promise from the last election to put representatives of black taxis and private hire vehicles on the board of TfL⁵⁶. I will maintain this, and explore with TfL how we can better listen to cabbies, who are on the street and see specific examples of touting, and respond more rapidly to those concerns.

I know that taxi drivers also want their voices to be heard directly so I will set up a Cabbies' Cabinet - a forum for taxi drivers which I will meet with once a year.

Safer Neighbourhood Boards

It is important the police focus on the priorities of local communities, and one of the clearest ways of achieving this is to enable neighbourhoods to set policing priorities. I have already made the police more accountable to communities by introducing crime mapping⁵⁷ – publishing detailed information on crimes at street level, opening up local policing to residents, and transforming the accountability of the Met. This means that every Londoner can now easily find information about crime in their neighbourhood online.

I will launch a new Safer Neighbourhood Board in every borough, to establish policing priorities for each neighbourhood and fulfil important responsibilities. This will involve amalgamation of the current Community Police Engagement Group structure with the Met's Independent Advisory Group community engagement structure to avoid duplication, with members of these boards sitting on them for a maximum of three years and we will reserve places for councillors and young people on each board. These measures will ensure both a regular refresh of opinions, strong linkage with the boroughs and a wide diversity of views.

I will give each board a number of responsibilities; specifically a new duty to hear and monitor complaints from victims of crime and to monitor crime performance and community confidence in their area. They will also be required to monitor levels of complaints about borough-based police officers from the public and undertake the role of "Independent Custody Visitors", responsible for visiting local offenders post-arrest. Specifically they will have a duty to ensure that all wards have a ward panel of residents as a sounding board for the newly expanded Safer Neighbourhood Teams.

I will prioritise £1 million saved by this amalgamation into a borough problem-solving fund, from which the new boards can bid for crime prevention projects in their area.

I will also require the new boards to play a significant role in Community Payback.

Community Payback

When offenders are convicted, justice must not only be done, it must be seen to be done. With the support of the Government, I will ensure that more offenders serving community sentences are visibly doing tasks that improve their neighbourhoods such as clearing roadside litter, cleaning up graffiti, or planting trees as part of a Community Payback scheme.

To ensure that offenders are doing work that is of value to the public, I will work with the probation service to empower the new Safer Neighbourhood Boards to set the tasks that offenders from their borough should undertake as payback to the neighbourhood for their crimes, after specifically canvassing the views of victims.

⁵⁶ GLA Website, *Board members*

⁵⁷ MPS, *Metropolitan Police Crime Mapping*

Cutting waste and council tax

